

IMPLEMENTATION

INTRODUCTION

Implementation is one of the most important steps in the planning process. Scottsdale's General Plan sets forth a vision that will come alive as city government, residents, businesses, organizations, and others work together to fulfill the plan's goals and policies. This will be effective only if the plan is properly administered and implemented. Special attention should be paid to the strategy for implementing the plan, maintaining the validity of the plan through periodic updates, and providing for appropriate amendments. Because the General Plan is implemented over the long-term, this section of the plan sets up a process to complete programs and projects in a systematic and coordinated manner. The General Plan is a living document that is legally amendable. It will be implemented and responsive to changing conditions over time.

Arizona state law requires that the municipal planning agency take the following actions to implement the General Plan:

- Render an annual report to the City Council on the status of the plan and progress in its application.
- Recommend measures to the City Council that will put into effect the provisions of the General Plan.
- Communicate with other officials, agencies and organizations with regard to the implementation of the plan.
- Promote public interest and understanding of the General Plan and its regulations.

MAINTENANCE AND MONITORING

In order to serve its purpose, the General Plan must be reviewed, maintained, and implemented in a systematic and consistent manner. The following steps will measure the community's progress toward the goals set forth in the General Plan.

Periodic Review and Update

The General Plan is effective for ten years from the date the plan is ratified. Arizona state law requires that at the end of the ten year period, City Council either readopt the existing General Plan or adopt a new General Plan.

Annual Report

Following state statute, an annual report will be compiled and provided to the Scottsdale City Council. The report will assess the progress of the city in achieving the vision, goals and policies of the General Plan. The annual report will include the following information:

- Major and/or non-major General Plan amendments that may have occurred that year.

- Goals and policies that were implemented or may be implemented in the coming year.
- Minor modifications that need to occur to text or maps in order to help update and/or clarify the General Plan.

This approach to the General Plan annual report will help ensure that the plan remains a responsive and up-to-date document.

Action Steps

- Hold meetings with relevant city divisions, Boards and Commissions to discuss how the General Plan has been implemented.
- Present the annual report to Planning Commission at the end of the calendar year.
- Provide the annual report to the City Council.

Aligning the City Budget with the General Plan

The General Plan includes ambitious goals and policies. It is a long-term plan and implemented by the community as a whole over the long-term. Given the limited resources of the city, it is not possible to provide funds to implement every goal or policy. Effective implementation of the General Plan will require prioritization of programs and projects prior to determining funding.

State law requires that a coordinated program be created and “submitted to the municipal planning agency for review and report to such agency as to conformity with the adopted general plan or part thereof.” Therefore, when adopting the city budget and Capital Improvement Plan, the City Council shall include a finding of consistency with the General Plan.

IMPLEMENTATION TOOLS

The General Plan provides guidance for the city as a whole. Its goals and policies are the foundation and broad framework for related city ordinances, regulations, specific plans, and other future plans. These tools provide for the systematic implementation of the General Plan through the use of detailed policy direction, guidelines, and/or regulations. These are used by city staff on a daily basis to evaluate a multitude of requests including, but not limited to, development applications, aviation uses, new businesses, and city court duties. In order for accurate and methodical implementation, these all should be in conformance with the General Plan.

City Code

Many General Plan policies are implemented through regulations adopted by the city based on the city’s “police power” to protect the public health, safety, and welfare. The City Code provides detailed regulations on a variety of areas including, but not limited to, zoning, subdivision development, fire, police, stormwater management, native plants, property maintenance, parking, and historic preservation.

Character Area Plans

Character Area Plans work to define, maintain, or enhance a desired character for an area. They provide a link between the broad policy direction of the General Plan and more detail policies and implementation decisions for a specific geographic area within the city. The Character and Design Element of the General Plan includes a map which shows the adopted Character Area Plans.

Neighborhood Plans

Neighborhood planning is a strategic process that complements the General Plan and Character Area Plans. Neighborhood plans are intended to serve as a tool to maintain and enhance the vitality and character of neighborhoods. Areas with neighborhood plans completed for them are shown on a map under the Neighborhood Preservation and Revitalization Element.

Master Plans

Master plans provide details related to various functions of the city. These plans typically contain actions, cost analyses, and other provisions that will assist in the implementation of the General Plan. While the General Plan provides broad goals and policies, master plans provide the methods and means for realizing them. Examples of master plans include, but are not limited to, the Transportation Master Plan, the Integrated Water and Wastewater Master Plans, Parks Master Plan, Public Art Master Plan, and the Stormwater Master Plan.

Design Guidelines

Design guidelines provide a framework for evaluating development proposals on the basis of design, architecture, context, compatibility, landscaping, and other factors. Scottsdale's design guidelines include, but are not limited to, the Design Standards and Policy Manual, Scenic Corridor Design Guidelines, Lighting Design Guidelines, Sensitive Design Principles, Great Sonoran Desert Design Concepts, Green Building Program, and Commercial Retail Design Guidelines.

Capital Improvement Plan

The Capital Improvement Plan (CIP) manages the timing and location of needed public improvements. The CIP sets priorities and funding for capital improvement projects annually. Examples of project improvements include, but are not limited to, water and sewer improvements, streetscape and traffic improvements, flood control, addition of new police and fire stations, and community facilities improvements.

FUNDING SOURCES

A variety of funding sources may be used to finance the facilities, services, and infrastructure needed to implement the General Plan. Programming of city capital projects and their funding over time is outlined in the city's Capital Improvement Plan, which is updated annually. The following are examples of revenue sources used by or available to the city to support development, maintenance, or operation of public services and facilities:

- **Tax Revenue:** The City of Scottsdale imposes three types of taxes Transaction Privilege (Sales) Tax, Use Tax, and Transient Tax. Each of the allocated taxes are distributed for various city services including, but not limited to, transportation, purchasing land for Scottsdale's McDowell Sonoran Preserve, public safety, and hospitality development.
- **Municipal Bonds:** Bonds are essentially loans made to the city by people or organizations that purchase bonds in a public offering. Bond funding supports city improvements. There are many different types of bonds. For example some support water and sewer improvements, and others fund street enhancements. Bonds must be repaid with a committed funding stream such as property taxes, sales taxes, user fees, or other consistent revenue source that can be dedicated to repaying the debt.
- **Exactions:** Exactions are a condition attached to a discretionary permit. For an example, before a construction permit is granted, a conservation easement or public access easement might be requested. In order for a condition to be requested, there needs to be an essential nexus.
- **User Fees:** These are fees customers pay for city services including, but not limited to, refuse collection, water and wastewater service, recreation services, and library services.
- **Special Districts:** Special districts are designated geographic areas within the city in which a service is provided that typically is not provided by the municipality, such as a particular infrastructure improvement. The authorizing legislation may give the special district the power to tax, issue municipal bonds, or set fees. Special districts also may obtain funds from federal, state, and local appropriations.
- **Impact/Development Fees:** There are generally three types of development impact fees: (1) planning fees, which cover the administrative costs associated with reviewing required planning documents; (2) building permit, plan check, and inspection fees, which cover the costs of reviewing building permit and other site specific permit applications; and, (3) capital facilities fees, which cover the up-front cost of providing capital infrastructure.
- **County, State, and Federal Funding:** A variety of funding sources exist to assist municipalities including, but not limited to, grants, tax credits, and loans.

OVERSIGHT AND COORDINATION

The city will take an active leadership role in promoting the use and implementation of the General Plan. But the city cannot alone implement the General Plan. The private sector is pivotal to the successfulness of implementing the General Plan. It will take the concerted efforts of residents, businesses, city Boards and Commissions, to name a few, to help bring the General Plan from concept into reality.

Intergovernmental Coordination

The city must coordinate with numerous local, regional, state, and federal agencies to implement the General Plan. These agencies provide services, facilities, funding and administer regulations that directly or indirectly affect many issues addressed in the General Plan. The following are agencies that play a role in implementing the General Plan including, but not limited to, adjacent jurisdictions, Maricopa Associations of Governments (MAG), Arizona Department of Transportation (ADOT), Department of Commerce, Federal Emergency Management Agency (FEMA), State Land Department, and the Greater Phoenix Economic Council (GPEC).

Joint Partnerships with the Private Sector

The city can combine its efforts with private sector efforts to improve public services, manage public sector assets, or leverage private sector investments. By expanding the role of the private sector, the city can use its technical, management, and financial resources in creative ways to achieve goals of the General Plan.

City Boards and Commissions

City Boards and Commissions are critical in implementing the General Plan, and thus it is important that Board and Commission members are knowledgeable on the General Plan. It is through their recommendations to City Council that the General Plan is also implemented.

